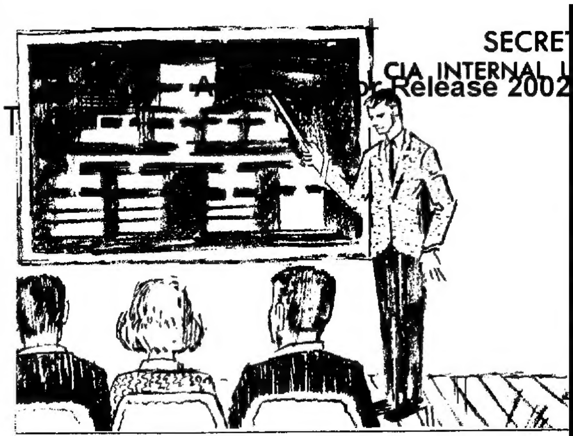

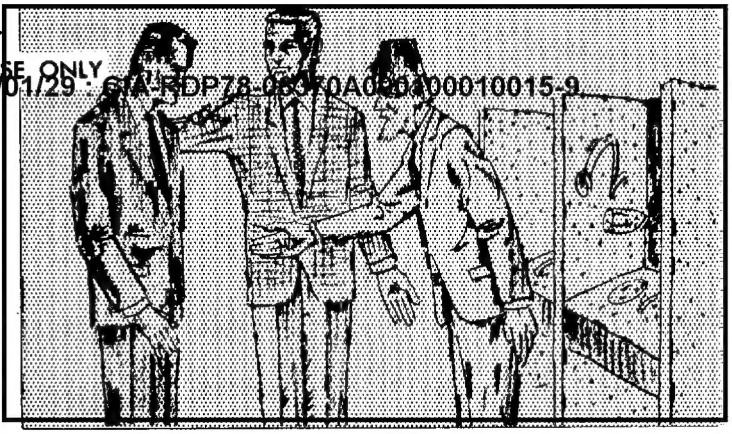

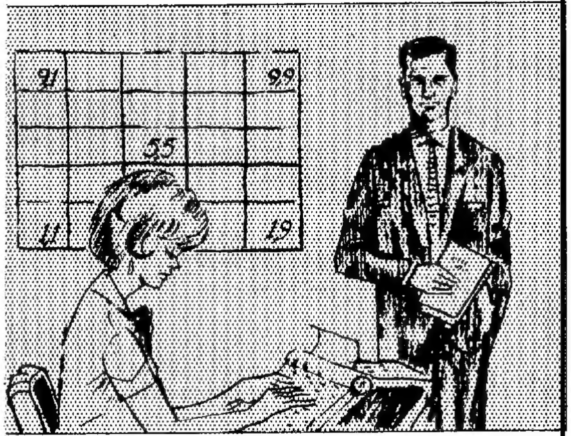

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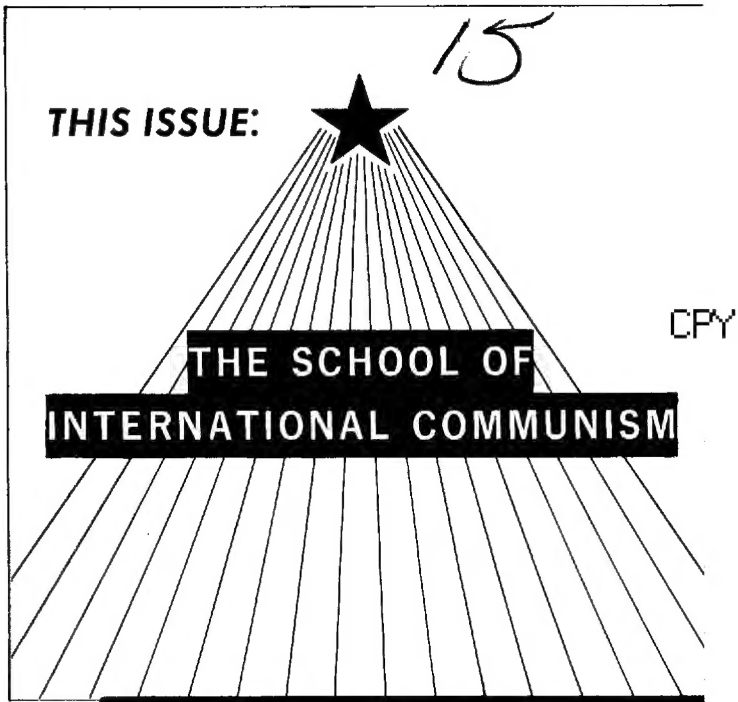
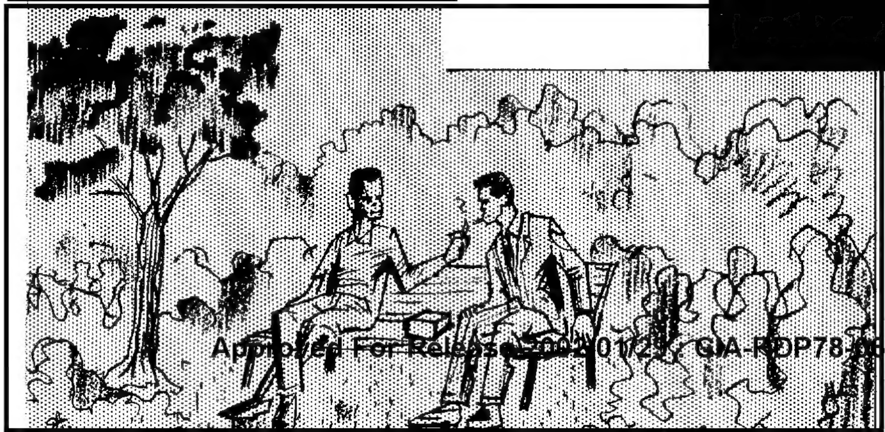


THIS ISSUE:

THE SCHOOL OF INTERNATIONAL COMMUNISM

OTR BULLETIN

MARCH 1967



GROUP 1
EXCLUDED FROM AUTOMATIC DOWNGRADING AND DECLASSIFICATION

25X1A

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BULLETIN BOARD

LANGUAGE TESTING

The Agency's Language Qualifications Register is being updated by OTR and the Office of Personnel. All entries based on employee self-evaluations are being replaced by tested evaluations. Employees must substantiate their language proficiency through testing, or, if circumstances warrant, they may disclaim.

In addition to arranging tests for employees returning from overseas -- the requirement says within two weeks of the date of their return to duty -- Training Officers, on the basis of machine runs, can now determine the names of any untested personnel in their Offices and schedule them for testing.

Since the objective is to establish and maintain a register of current, tested language proficiencies, retesting of individuals who were tested more than three years ago will begin in the near future. Training Officers will be notified when the retesting program is to begin.

The language test, administered by the OTR Language School, is a combined reading and speaking test lasting approximately thirty minutes. Individuals who know they have made claims but have never been tested should contact their Training Officers.

TRAINING PERSONNEL

Recently designated Training Officers are:

DDP [redacted]

DDS&T

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PROGRAM FOR 1967-68 PARTICIPANTS IN SENIOR OFFICERS SCHOOLS

In recent years the Office of Training has conducted a three-day program for CIA representatives scheduled to attend Senior Officers Schools. This year the program will be held Tuesday through Thursday, 27 - 29 June, from 9:00 a.m. to 4:30 p.m., in Room 803, 1000 N. Glebe Road. All officers who have been chosen by the Training Selection Board for the year 1967-68 are expected to attend.

The program is intended to permit officers to update their knowledge of developments in the Intelligence Community and of CIA's relationship to the Community. A portion of the program provides a review of techniques useful in leading conferences and seminars. There will also be an opportunity for discussions with officers who attended courses at Senior Officers Schools in recent years. The Registrar, OTR, plans to send an announcement to each representative outlining the details of the program. The announcement will be sent through Training Officers.

CS RECORDS I PREREQUISITES

Because of the current ceiling on attendance in the Administrative Procedures Course and because certain runnings of CS Records I are limited to CTs, the prerequisites for the CS Records I Course are being relaxed temporarily. The prerequisites, until further determination, are: TOP SECRET clearance; Administrative Procedures or equivalent OTR course, or a minimum of eight weeks' experience on an operating desk. OTR courses equivalent to Administrative Procedures are: Operations Support; Operations Familiarization; or Operations.

RELOCATION OF CLERICAL TRAINING AND TESTING

It is anticipated that the Clerical Training Faculty of the Support School will move from its 1016 16th Street site to new quarters on the fourth floor of Ames Building by the end of April. This will mean that all OTR's clerical training and testing, as well as the Agency's qualifications testing in typewriting and shorthand, will subsequently be carried on in the Ames Building. The testing of professional applicants also previously conducted at 1016 16th Street by the Assessment and Evaluation Staff of the Office of Medical Services has already been transferred to Room 441, 1000 N. Glebe Road.

NATIONAL INTER-DEPARTMENTAL SEMINAR

The next (31st) session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 1 - 26 May. This seminar, conducted at the Foreign Service Institute for senior officials of various agencies of the Government, introduces the country-team concept in approaching the problems of modernizing societies beset by active or potential communist-inspired insurgency. The Agency's quota is eight, and attendance at NIS is a prerequisite to assignment of officers of the CS to key positions in underdeveloped countries. CS officers may attend both NIS and OTR's Chiefs of Stations Seminars without schedule conflict.

	COS		NIS
#10	17 - 28 Apr 1967	#31	1 - 26 May 1967
#11	19 - 30 Jun 1967	#32	10 Jul - 4 Aug 1967
	* * *	#33	5 - 29 Sep 1967
#12	9 - 20 Oct 1967	#34	23 Oct - 17 Nov 1967
	* * *	#35	8 Jan - 2 Feb 1968
#13	5 - 16 Feb 1968	#36	26 Feb - 22 Mar 1968
#14	8 - 19 Apr 1968	#37	22 Apr - 17 May 1968
#15	10 - 21 Jun 1968		* * *

Attendance at NIS is arranged through Senior Training Officers.

EXTERNAL TRAINING ANNOUNCEMENTS

The Bulletin regularly includes announcements on training offered by a variety of facilities outside the Agency. It does so in the belief that one of its primary purposes is to publicize information that might enable employees to develop their careers, whether through self-sponsored training or Agency-sponsored training. Although some programs require that participants be sponsored by their employing organizations, many are open on an individual basis and the participant may or may not be sponsored. In any event, since information about a broad variety of training can be useful to individual employees, whether sponsored or not, the mere fact that the Bulletin publicizes a program does not necessarily mean that the Agency will sponsor individuals desiring that training.

EXPANDED FEDERAL TRAINING PROGRAMS

President Johnson is expected to authorize the Civil Service Commission to expand training programs for Federal employees. It is anticipated that there will be more emphasis on outside training of Federal employees in colleges and universities, along with increased in-service training based on contemplated future career plans for individual employees. A new Bureau of Training will be set up in the Civil Service Commission to manage the expanded program, which envisions also the establishment of several regional Federal training centers. The President is expected, further, to request funds to establish a Federal Executive Institute in the Washington area to train promising executives for assuming heavier responsibilities.

DEPARTMENT OF DEFENSE NEWSFILM

Department of Defense newsfilm releases covering current operations, notably in Vietnam, are available to instructors and other interested personnel through the Audio Aids Section of OTR's Instructional Services Branch. Resumes of films are posted in Room 539, 1000 N. Glebe Road. Prints of the films, which can be used as they stand or reassembled as appropriate by AAS, can be obtained within two to three weeks. Typical recent film topics related to Vietnam are: Psychological warfare; intelligence agent among liberated Viet Cong prisoners; air support for ground operations; military protection of rice harvest; civic action; Vietnamese coastal surveillance group; Saigon port cargo handling; use of land mines. Topics related to other areas are: "Blood chits" in Korea; aerial pick-ups of stranded surface personnel; border patrolling in Germany; water-jet boat for use in swamps. Additional information can be had by visiting Room 539 or calling extension [redacted] 25X1A

CANCELLATION OF PERT TRAINING

The Department of Defense PERT Orientation and Training Center located at the Vanguard Building, 1111 20th Street, N. W., has announced the cancellation of all its PERT courses scheduled after 6 March 1967. This affects specifically the Middle Management Training Workshop and the PERT Orientation for Executives. Full schedules for both courses were announced in the October-November 1966 Bulletin. Training Officers should notify any personnel scheduled to attend of the cancellations. The OTR Bulletin will announce any resumption of the program.

INSTRUCTORS' BOOKSHELF

"New Horizons in Education--Pan American's Guide to Schools and Universities Abroad" has appeared in a new, bound edition. Part I lists selected foreign colleges and universities, providing a brief outline of pertinent facts about each. Part II does the same for day and boarding schools abroad.

"Program Budgeting...Program Analysis and the Federal Budget" is an unusual Rand Corporation-sponsored research study edited by David Novick. From a discussion of the conceptual framework of Government decision-making in relation to the program budget, the study turns to actual and potential applications of the program budget idea. It concludes with a consideration of the problems, limitations, and risks involved in implementing and operating the program budget idea.

Both these publications have been added to reference materials in the Registrar's office, OTR. They can be consulted there.

CLERICAL TRAINING AND TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

24 April - 19 May
29 May - 23 June
3 July - 28 July

Before employees take either typing or shorthand or both, they are required to take pretests, which are given by Clerical Training/Support School/OTR. The results are used by the instructor to determine the level of the course best suited to the employees' needs and capabilities.

For the above courses, the required pretests are scheduled as follows:

Typing: 19 April, 24 May, 28 June
Shorthand: 20 April, 25 May, 29 June

Submission to AIB/RS of a Form 73 for a Clerical Refresher course is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place employees are to report for their tests.

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to clerical employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension [redacted]. CTF notifies the Training Officers or Personnel Officers of the results of the testing.

Tests will be given in:

Typing: 27 March, 17 April, 8 May,
22 May, 12 June, 26 June

Shorthand: 28 March, 18 April, 9 May,
23 May, 13 June, 27 June

OTR CALENDAR

MARCH

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

ADP Orientation	21 - 23 Mar
Challenge of Worldwide Communism (for CTs)	13 Mar - 7 Apr
China Familiarization	6 - 10 Mar
CIA Review	14 Mar
CS Records I	27, 29, 31 Mar
Clerical Refresher	20 Mar - 14 Apr
Counterintelligence Operations	6 - 24 Mar
Information Reports Familiarization	27 - 31 Mar
Intelligence Techniques (for CTs)	13 - 31 Mar
Introduction to Communism	20 - 31 Mar
JCS-DIA Briefing	28 - 29 Mar
Management (GS-11 - 14)	27 - 31 Mar
Managerial Grid (GS-14)	13 - 18 Mar (Saturday)
25X1A [redacted]	13 - 31 Mar
Operations Support	13 Mar - 7 Apr
Orientation for Overseas	7 - 8 Mar
Vietnam Orientation	20 - 24 Mar

APRIL

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Administrative Procedures	24 - 28 Apr
Challenge of Worldwide Communism (for CTs)	3 - 28 Apr
Chiefs of Station Seminar	17 - 28 Apr
China Familiarization	3 - 7 Apr
CIA Review	11 Apr
Clerical Refresher	24 Apr - 19 May
CS Records II	3 - 7 Apr
CS Records III	10 - 11 Apr
Counterintelligence Familiarization	3 - 12 Apr
Field Finance and Logistics	10 - 28 Apr
Information Reporting, Reports, and Requirements	10 - 28 Apr
Intelligence Techniques (for CTs)	10 - 28 Apr
Introduction to Intelligence	3 - 14 Apr; 17 - 28 Apr
Midcareer Executive Development	10 Apr - 19 May
Orientation for Overseas	4 - 5 Apr
Senior Management Seminar (GS-15 - 18)	23 - 28 Apr
Supervision (GS-5 - 10)	24 - 28 Apr
Support Services Review: Trends and Highlights	4 - 7 Apr
Vietnam Orientation	10 - 14 Apr
Communist Party Organization and Operations	24 Apr - 12 May

MAY

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

ADP Orientation	2 - 4 May
China Familiarization	22 - 26 May
CIA Review	9 May
Clandestine Scientific and Technical Operations	8 - 19 May
Clandestine Services Review	31 May - 9 Jun
Clerical Refresher	29 May - 23 Jun
Counterintelligence Familiarization	22 May - 2 Jun
[redacted]	8 - 19 May
CS Desk Orientation (for CS CTs)	31 May - 5 Jun
Grid (for non-CS CTs)	31 May - 10 Jun
Information Reports Familiarization	8 - 12 May; 15 - 19 May
Intelligence Research Techniques (for NPIC)	15 - 26 May
Intelligence Review	1 - 12 May
Introduction to Communism	1 - 12 May
Introduction to Intelligence	22 May - 2 Jun
Management (GS-11 - 14)	7 (Sun) - 12 May
Management Planning	22 - 26 May
Operations (for CS CTs)	1 May - 4 Aug
Operations Familiarization (for CTs)	1 - 26 May
Operations Support	8 May - 2 Jun
Orientation for Overseas	2 - 3 May
Special Operations	1 May - 18 Aug
Vietnam Orientation	15 - 19 May
Writing Workshop (Basic)	9 May - 1 Jun
Writing Workshop (Intermediate)	8 - 31 May

JUNE

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Administrative Procedures	12 - 16 Jun; 26 - 30 Jun
ADP Orientation	13 - 15 Jun
Chiefs of Station Seminar	19 - 30 Jun
CIA Review	13 Jun
Counterintelligence Operations	5 - 23 Jun
CS Records I (for CS CTs)	5 - 7 Jun
CS Records II (for CS CTs)	8 - 13 Jun
Field Finance and Logistics	12 - 30 Jun
Grid (for CS CTs)	14 - 24 Jun
Information Reporting, Reports, and Requirements	5 - 23 Jun
Information Reports Familiarization	26 - 30 Jun
Intelligence Production (for CTs)	12 Jun - 11 Aug
Introduction to Communism	5 - 16 Jun
Introduction to Intelligence	19 - 30 Jun
Management Planning	26 - 31 Jun
25X1A [redacted]	5 - 23 Jun
Orientation for Overseas	6 - 7 Jun
Principals - Senior Officers Courses	27 - 29 Jun
Support Services (for CTs)	12 Jun - 28 Jul
Support Services Review: Trends and Highlights	6 - 9 Jun
Vietnam Orientation	19 - 23 Jun
Writing Workshop (Intermediate) (for NPIC)	6 - 29 Jun

OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

Challenge of Worldwide Communism (4 wks - all day)

For Career Trainees. The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrine, organization, and operations of the communist movement throughout the world.

Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides an introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Scientific and Technical Operations (3 wks - all day)

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20.

Clandestine Services Desk Orientation (3 days - all day)

For CS Career Trainees. Covers those facets of the Headquarters support and guidance role which would be useful to the CT to know prior to assignment to a desk. This is part of a two-week program which includes CS Records I and II.

Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days-part-time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the DDP in detail. Enrollment limited to 40.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

Counterintelligence Familiarization (8 days - all day)

For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U. S. and Agency policy and doctrine for CI, as well as basic tactics. Enrollment limited to 15.

Counterintelligence Operations (3 wks - all day)

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

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Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station. Emphasis is on all facets of field financial responsibilities.

Grid (1 wk - all day)

For Career Trainees. The subject of interpersonal relationships is examined.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Production (9 wks - all day)

For Career Trainees. Provides specific training and practice in the application of the techniques and skills required to produce intelligence.

Intelligence Research Techniques (2 wks - all day)

For analysts. Covers each stage of the research process from the origination of an intelligence topic to writing a skeletal report. A research project is performed as a practical exercise.

Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in the Agency's techniques used in the production of finished intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

For middle-level officers of DIA. General review of the Agency.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Managerial Grid (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

Management Planning (1 wk - all day)

For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.

Midcareer Executive Development (6 wks - full time- 240 hrs)

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For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

[redacted]

Operations (14 wks - all day)

For CTs who are preparing for careers as case officers. Covers fundamentals of CS activities, emphasizing tradecraft techniques, agent handling, reporting, project management, and FI, CI, and CA objectives.

Operations Familiarization (4 wks - all day)

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

Operations Support (4 wks - all day)

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, operational expenses, travel claims, and tradecraft familiarization. Enrollment limited to 30.

Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Principals, Senior Officers Courses (3 days - all day)

For Agency representatives selected by TSB for attendance at Senior Officer Schools. Updating of Agency; includes instruction in techniques of conducting seminars.

Senior Management Seminar (1 wk - all day - starts Sunday p. m.)

For GS-15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on "the role of the supervisor" in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

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Support Services Review: Trends and Highlights (3 1/2 days - all day [redacted]

For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

Vietnam Orientation (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting, and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

OTR as a Support Organization:

The establishment of the School of International Communism (SIC) was approved by General Cabell, Deputy Director of Central Intelligence, in 1956. In taking this action, he also approved a recommendation by the Director of Training that such a school's activities should develop in two phases: a) emphasis upon and expansion of training in international Communism for Agency personnel, both staff and covert, and b) provision of assistance and support to other U. S. Government agencies in presenting material about Communism in their training programs.

In his recommendation to General Cabell, the Director of Training voiced his judgment that there "was an important educational job to be done for all levels of CIA employees... to make them aware of the true nature of international Communism ... and to provide adequate knowledge and trained judgment of Communist philosophy, organization, psychology, and tactics ... as essential elements in the equipment of intelligence officers." This is essentially the mission of SIC as it has continued to the present time -- in the light of the continued importance of the USSR, Communist China, and other elements of worldwide Communism as high priority intelligence targets.

It is recognized, of course, that "the international Communist movement" has undergone substantial change since 1956. One of the principal objectives of SIC at this time is to explain the nature of that change and to inculcate an understanding of the various and frequently conflicting interpretations of Communist developments which have emerged in recent years. In addition, an effort is now made to analyze the complex relationships between world Communist activities and other basic developments -- including radical nationalism, indigenous varieties of "socialism," and the fundamental economic, political, and social problems of development -- all of which Communists seek to exploit.

Courses on Communism had been provided, of course, prior to 1956, but there had been no central management of a variety of offerings. The establishment of SIC provided this centralized management and a more widespread coverage of the subject -- which had previously been divided between Intelligence and Operations Schools.

In accordance with initial directives, and in response to continuing requirements, SIC's activities have developed in three essential directions: provision of formal courses about Communism for Agency staff employees; participation in tutorial training programs in the United States and abroad; provision of assistance to courses in other agencies of government.

SIC currently has a staff of nine instructors whose average experience in dealing with the subject of Communism exceeds ten years. Seven of these instructors are currently on duty with SIC. One, having completed a year's graduate study in African affairs, is currently on the Career Training Staff, and will return to SIC in 1967. Another is in the third year of a rotational assignment in Latin America.

This staff has developed the important assets of continuity, depth, and experience in an area which has become increasingly more complex and difficult to evaluate, while continuing also to be of vital substantive importance. Of the current seven instructors, six have had experience in the Clandestine Services (CS), the seventh in the Directorate of Intelligence. They are thus in a position to appreciate substantive problems from an experienced Agency viewpoint.

As Communist China emerged as an increasingly important element of the Communist world, SIC took steps to keep abreast of this development and to enlarge its coverage of China. One instructor spent an academic year (1960-61) at American University in China Studies. He has since concentrated his efforts in this field.

The implications and repercussions of the Sino-Soviet conflict have been added to course content,and,as U. S. counterinsurgency programs developed, the SIC staff further concentrated its emphasis and research on subversive insurgency in the developing countries.

INTRODUCTION TO COMMUNISM

Introduction to Communism is the successor to several earlier courses on Communism established by the Agency for its professional employees. Its present format -- two weeks in length --combines with Introduction to Intelligence to constitute the Intelligence Orientation Course. Professional employees are required to take the course at the time they enter on duty with the Agency. Although, normally the majority of the students in a class has been in the Agency for less than a year, the presence of experienced personnel, in some instances having been in CIA for ten years or more, provides a useful balance. There is, therefore, no typical student, since any class may have an age span of from 21 to 60 years, and the backgrounds of the students may vary widely.

The course concentrates on a study and analysis of the development and current problems of worldwide Communism, the Soviet Union, and the People's Republic of China. It is offered usually about six times a year, but, because of a large backlog of registrants, ten classes have been scheduled in fiscal year 1967. Classes vary in size, but an average of fifty students has become the norm.

About half of the instruction is presented through lectures by the staff, including opportunities for discussion by the class and instructors. Films to supplement the lectures and related readings and map exercises comprise the remainder of the course.

While a beginning to Communist thought and activity can readily be identified with the publication of the Communist Manifesto by Karl Marx in 1848, today's newspapers attest that the only significant constants in Communism are change and flux. For that reason, emphasis shifts in various presentations of the course and there is a continuing effort to keep up with significant developments.

The events of the last decade have complicated the intelligence problems related to Communism. There are several variations within the Communist system -- Soviet, Maoist, Titoist -- and each must be assessed and considered separately. Furthermore, the impact of events has made it necessary to analyze carefully the effect on each Communist party that has not had its successful revolution. The present diversity in Communist parties has made the intelligence efforts of the Agency more challenging and difficult.

Adding to the complexities are the national relationships of the Soviet Union and Communist China to these developments within the Communist world. Each of these nations is a primary concern for intelligence analysis, and their significant roles as Communist societies increase their challenge and therefore their interest to the United States. These issues are examined during the two weeks of the Introduction to Communism.

COMMUNIST PARTY ORGANIZATION AND OPERATIONS

The emergence and expansion into the remotest corners of the world of a new movement, international Communism, based on a revolutionary ideology and welded together into an organizational mechanism of formidable proportions has unquestionably been one of the striking developments of the last half century. Today, the unity of this movement, for so long an element of great strength, has been shattered by the vicious polemic between the leaders of its most important components. A matter of continuing concern for the United States and of intimate interest to those engaged in foreign intelligence collection or analysis is the determination of the degree of unity or of diversity among these dynamic but often struggling groups which compose the Communist parties of the world. This requires a search beyond current policy statements to a consideration of the organizational, personal, and financial relationships among the parties, as well as the direct Soviet and Communist Chinese involvement in the various countries. It is also necessary to determine the extent to which there exist patterns of thought and action which are followed by these parties and their leaders which may provide indications of their power and which may, in the long run, deter the erosion of their international unity.

Recognizing the fact of diversity and the need to consider carefully the unique conditions and personalities within each country, this course in Communist Party Organization and Operations is concerned with detecting and analyzing the patterns noted. These patterns as well as the nature of the diversity are meaningful only through frequent reference to the experience of Communist parties throughout the world. An attempt is made to provide fresh material indicative of the realities of today. The illustrative material is taken primarily from Communist parties other than those in power, but some attention is given also to specific problems of parties in power. The major objective of the course is to provide a framework of reference for the intelligence officer concerned with the implementation or support of operations directed against Communist parties or with the analysis of material relating to Communist parties or their activities. The student entering this course is expected to have had some general background in Communist theory such as that provided in the Introduction to Communism or in comparable study or experience.

The course is divided into five major categories:

1. Leninism and its relevance to the contemporary scene: Included here is a review of the essentials of Marxist-Leninist doctrine and the contemporary application of that doctrine. Considerable emphasis is placed on the concept of the Leninist party and its relationship to the development of the international movement.

2. The Communist party: Structure; functional subdivisions and responsibilities; Communist underground organization and activities; special clandestine mechanisms of the Communist party; financial resources and procedures; recruitment of members and the life of the party member; the appeals of Communism to the individual and ordinary member and to the party cadre; the Communist cadre concept in action. The forces holding and repelling the Communist cadre are assessed and illustrated from case histories.

3. Communist front organizations: The possibilities, limits, and methods of exploitation of ostensibly nonparty organizations are examined.

4. Revolutionary programs and tactics: Communist theories of revolution and their application and limitations today; Communist tactics including united front, political action, mass action, revolutionary warfare, and the integration of these tactics with the agitational and propaganda activities of the party.

5. The international Communist movement today: The mechanisms of interparty relationship and control; the strengths and vulnerabilities of Communism as an international movement; the Sino-Soviet dispute and other dissident movements and their effect on the unity of Communism.

Methods: The methods include lectures by the SIC staff, with occasional assistance from specialists on certain areas or problems. Class discussions are closely integrated with these lectures, and both lectures and discussions are complemented by the use of group problems. The problems are drawn from various areas of the world. They are designed to develop in the student a capacity to analyze types of situations faced by Communist parties and to anticipate the courses of action open to Communist leaders, within the context of the specific data supplied and the general substance of the course. These problems cover such subjects as underground organization, fronts, and party tactics. The lectures, discussions, and problems are closely related to assigned and optional reading from both Communist and non-Communist sources. A few selected movies are used to illustrate and amplify particular aspects of the course.

If desired, this course can be adapted to meet the requirements of a specific Agency unit by modification of substance or by adjustment of schedule or location.

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CHINA FAMILIARIZATION

The political crisis within Communist China during the last year has led to an intensification of American interest in that remote country in which the potential for future development and the impediments to that development seem to be engaged in some kind of mysterious, unmeasurable, and bitter struggle. The present times are difficult to understand and the future is clouded with questions not only for us but for the Chinese, rulers and ruled. Obviously China is an area of great concern to American intelligence. This concern is not new, nor is the training program for CIA personnel working within this field. The concern and the training, however, are definitely changing and will continue to change with the developments, whether China moves into or out of the headlines. The course here described has been presented for a number of years essentially in its present form but with consideration for the changing scene. It was initially designed to meet certain minimal needs of the operating division of the Clandestine Services, but it is now available to all Agency professional employees.

One week, even though full time, is a very short period in which to accomplish the objectives desired, but it has proved to be a feasible and practical approach. Those taking the course have an interest in the subject matter; their attention and response is high. It is recognized by both the staff and the students that this is an introduction, not a definitive examination of the subject.

The course is divided roughly into two parts; language and area familiarization. The language instruction is handled by the Language School of OTR. In this phase the fundamental nature of the Chinese language is discussed, with emphasis on its unique characteristics. Attention is given to the history of and present-day regional contrasts and to the distribution of the various dialects. Instruction and a limited amount of drill is provided in the pronunciation of standard official Chinese, using the Wade-Giles system of Romanization. The traditional writing system is introduced, and there is practice in the techniques of using the dictionary and the Chinese telegraphic code, both in conjunction with the Wade-Giles system of Romanization. Every effort is made, throughout, to provide the student with as much individual practical exercise as possible. Communist Chinese attempts at simplification of characters and Romanization are briefly discussed, as is the origin and development of Chinese names.

The area familiarization phase of the course is handled by SIC staff members and officers from the China Operations Branch of the Far East Division of the Clandestine Services, with assistance from other units such as the Geography Division of the Office of Basic Intelligence. The objective is to present important factual information and to synthesize this with significant concepts in order to obtain an understanding of the current scene. It is hoped that these presentations and syntheses will provide a stimulus to and helpful guidance for the student in making further inquiry. The following subjects are treated: Geography and natural resources, the nature and development of Chinese civilization, the modern Chinese revolution and the Communist seizure of power, the political structure of the Communist Chinese regime, key Communist personalities, economic development and problems, Chinese society under Communism, and the international relations of the Communist Chinese state.

These subjects are presented through lectures and closely coordinated discussions. Maps, charts, and bibliographical guidance are provided to the student and a limited amount of outside reading is required during or prior to the course. One or two selected movies are used. In addition, the course has been enriched by a presentation by a defector from Communist China when one has been available. This has been particularly useful for the interpretation of current and future trends within Communist China. Separate objective examinations cover the language and area phases.

BASIC COUNTRY SURVEY:

USSR

This course, offered twice a year to professionals in the Agency whose work requires knowledge of the Soviet Union, emphasizes current conditions and developments -- political, economic, social, military, scientific, diplomatic -- in the USSR. In addition, essentially as background and introduction, some aspects of the history of Tsarist Russia are considered.

To afford the greatest convenience to the students, the format and schedule of the course are varied whenever possible. In some instances the course is run two weeks full time, though, occasionally, it is presented half days so that personnel may continue their own work for part of each day. Guest lecturers from several components of the Agency provide specialized coverage in addition to the presentations by the SIC staff.

Usually the size of each class, ten to fifteen students, permits a large degree of informality and provides an opportunity for free discussion and exchange between the students and the lecturer. Films and reading supplement the lectures and discussions.

In recent years scholars and analysts who concentrate on Soviet affairs have been treating evidence that suggests that fundamental changes might be possible or already underway within the Soviet Union. The questions and issues presently being discussed are highly significant to the United States and to the intelligence community. Has the Soviet Union reached a point where vital changes in its political system must be introduced to avoid political "degeneration"? Is there a serious cleavage between the "new and old" generations? Has the time for meaningful detente with the West arrived?

Answers to these questions have not been agreed upon, but these are questions that are raised and considered on a continuing basis in this course.

THE CHALLENGE OF WORLDWIDE COMMUNISM

This is the four-week course given to Career Trainees. It is similar to the Introduction to Communism Course, but the survey of the subjects is done in greater depth. Seminars and a series of problems are included to encourage greater participation. The problems and exercises are conceived to put the student in the position of a Communist party member or functionary and require him to solve organizational, strategic, or tactical problems from the viewpoint of the party. Decisions have to be justified vis-a-vis a number of criteria, such as national interest, Soviet or Chinese involvement, doctrinal and organizational veracity. Information about the Soviet Union and China is given primarily through lectures and reading assignments.

The Career Trainee should emerge from the course familiar with the Soviet Union and China in terms of their party and government organizations, intelligence services, economics, foreign policy, and culture. The student should also have an appreciation of the essentials of Marxist doctrine and its current manifestations. He will also have acquired a basic understanding of party organization, open and underground. Finally, the student should be aware of the variety of party activities, ranging from political action to revolutionary warfare, and of the ferment, doctrinal and organizational, within the Communist movement. The emphasis regarding party activities and tactics is on those pursued by parties in the developing areas of the world.

One seminar is devoted to a discussion of U. S. values. This is done to help the student to be better prepared to articulate his knowledge of our society when in the company of foreigners.

A combination of Communist and non-Communist publications is used as source material. Included is Agency, Department of State, and other U. S. Government-produced material, and, of course, material from academic and news sources. Bibliographies and specific reading recommendations are made available to those who want to pursue any of the subject matter in greater detail.

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EXTERNAL PRESENTATIONS

Tutorial training by SIC covers a variety of projects. Small group projects, averaging three people, make up a considerable proportion of them. Many sessions are clearly matters of orientation or briefing; others are more in the nature of discussions, conferences, or seminars. Basic lectures are instrumental in setting the scene for the average project, but it is sometimes necessary to add practical problems or exercises to longer projects.

Substance parallels closely the coverage in other SIC courses, the major difference probably being the concentrated nature of the tutorial sessions. The average length of a tutorial project is approximately four days. Concentration in tutorials is basically in the general area of Communist doctrine, party organization and operations, programs and tactics, front organizations and activities, international organizations and -- in broad terms -- the Soviet and Chinese presence abroad, including intelligence activities.

SIC presents tutorials to Agency personnel, both staff and contract. Tutorials are also given to foreign groups and individuals. These may be military officers, police and internal security officers, government and business officials, or private persons.

Requests for SIC participation in tutorial presentations come through OTR's Operations School. Some, however, originate directly from the Clandestine Services division or area desk concerned, although such a project must be cleared with the responsible CS Training Officer.

SIC is prepared to give and has given a number of its courses, as well as tutorials, in foreign countries on a temporary-duty basis. In general, the courses and tutorials are very similar to regular SIC programs. They are, of course, tailored to the area, the time available, and the requirement of the requestor. The target groups of temporary-duty projects vary in size from extremely small groups to audiences of from twenty to fifty persons. SIC has, in 1966 for example, given such courses and tutorials in [redacted] 25X1A

Participation by SIC in programs of other U. S. governmental agencies is a major activity. Approximately two hundred presentations of about two hours' duration are given each year to audiences averaging thirty people in size. SIC provides assistance to seven courses at the Department of State's Foreign Service Institute, which, like the Defense Intelligence School of the Defense Intelligence Agency, is a principal source of requests for this type of presentation. In addition, SIC instructors appear as guest lecturers at USIA, the International Police Academy, the Military Assistance Institute, the Air Command and Staff College, the Inter-American Defense College, and the Army War College.

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ISSG's Ideation, Illations:

OTR Puts PAI on Trial

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In a recent number of the OTR Bulletin the author of "Get Hep! or is it Hip?" remarked somewhat petulantly that the Agency should give Program Assisted Instruction (PAI) "a fair and objective trial." The first phase of the "trial" was completed on 3 February 1967 when twelve members of the OTR faculty, representing the Intelligence, Support, Operations, and Language Schools, were "graduated" from the Training Seminar in Instructional Programming conducted by Dr. Robert E. Silverman, Chairman of the Department of Psychology, New York University, [redacted]

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The proof-of-the-pudding phase of the "trial" began on 4 February and will continue for approximately six months. During this period the twelve "apprentice" programmers will produce units of PAI under the scheduled guidance of Dr. Silverman [redacted] Program topics chosen to date include: "Filing" and "Grammar Usage" for use in Clerical Training; "Perception" for use in Supervision training; "Map Reading," "American Thesis," and "Banish Gobbledygook," for use in the Intelligence School; "Transportation" for the Support School; "Travel Vouchers" and "Secret Writing" for the Operations School; and "Vietnamese," "German," and "Portuguese" for the Language Training School. If the pudding is edible, these programs will be used as true PAI units of instruction in conjunction with existing courses, not as PI self-instructional and independent courses. They will be designed to replace some of the rote, drillmaster chores of the instructor and thereby free him to teach.

These units of PAI may even prove to be more effective than the teaching methods they are designed to replace, and more efficient--if they can save a few hours of total course time. But though the pudding turn soggy, the twelve have already deposited money in the OTR bank. Dr. Silverman was able to reinforce in their memories the basic importance of detailed, precise, and measurable "training objectives," "feedback," and the credibility gap between what is taught and what is learned. Thanks to some of the twelve, it is hoped, "ISSG's Ideation, Illations" may not have to eat crow pudding come June.

NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

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Self-sponsorship:

According to [redacted] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [redacted] For information on registration, call ETB/RS/TR, extension [redacted]

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

ADVANCED SEMINAR IN ADP AND SUPPLY MANAGEMENT

17 - 20 April 1900 E Street, N. W.

In this seminar various systems approaches involved in applying ADP to specific supply functions are explored in detail. Case histories and group discussions cover the following topics: Hardware, equipment characteristics and capabilities; tools of systems analysis and documentation of present systems; feasibility studies and the selection of payoff areas; development of systems to meet management needs; organizational changes resulting from the use of ADP; problems of evaluation and control. For supply officers and persons closely associated with supply management in grades GS-12 through GS-15. Since this seminar emphasizes specific ADP applications in the supply management area, it is desirable that nominees have attended either and ADP Orientation or the Introduction to ADP in Supply Management, unless they have equivalent knowledge or experience. Cost: $120.

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION

1 - 3 May 1900 E Street, N. W.

This seminar brings together persons having ADP management responsibilities in Federal agencies for the purpose of receiving and exchanging information pertinent to the major problems of data processing management and administration. After a delineation of the scope of ADP management, all tasks and techniques of the data processing manager are discussed. Emphasis, however, is on significant, nonroutine problems such as personnel turnover, use of languages and software, performance measurement and scheduling, open shop versus closed shop programming, relationships between users and systems analysts, systems analysts and programmers, programmers and operators, optimization of machine use, and enforcing documentation. For administrators and deputy administrators of ADP operations, data processing managers, programming supervisors, and supervisory systems analysts. Cost: $135.

Civil Service Commission (cont)

INSTITUTE IN CIVIL RIGHTS
27 - 31 March; 8 - 12 May 1900 E Street, N. W.

This institute explores the Civil Rights problem in America, focusing particularly upon the various considerations which are appropriate to the administration and implementation of recent Federal civil rights enactments. The historical and legal as well as socio-psychological aspects of the civil rights issue are considered in terms of the concrete and practical realities of administration and implementation. Participation will be open to executives, GS-14 or above, particularly those whose responsibilities in administering Agency programs might require them to have greater knowledge of recent civil rights legislation. Cost: $150.

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE AND GOVERNMENT POLICY
22 - 26 May 1900 E Street, N. W.

Scientists and engineers and key administrators of scientific organizations are given an opportunity to explore important concepts and issues pertaining to the organization and administration of research and engineering activities in the Federal Government. Discussion covers the criteria for choice among scientific programs, the budget for science, technological innovation as an element of economic growth, scientific manpower as a problem of national policy, science in world affairs, the organization of the scientific activities of the Federal Government, and the impact of Federal science programs on our universities. Scientists, engineers, and science administrators, GS-15 or above, who have responsibility for formulating policy or program goals for scientific, engineering, or professional programs in the physical or life sciences, or for significant research or development activities, may attend. Cost: $150.

Foreign Service Institute

FOREIGN SERVICE ECONOMIC STUDIES
17 July - 15 December 1400 Key Boulevard, Rosslyn

This intensive course constitutes basic training in economics for foreign affairs officers who have had little academic preparation in the area. The purpose is to provide participants with basic tools of economic analysis and an understanding of main policy issues in the field of international economic relations. The program in its entirety is considered the equivalent of an undergraduate major in economics.

Divided into three sessions of approximately seven weeks, the unified program schedule includes the following specific courses:

First Session
Economic Analysis; National Accounts; Statistics

Second Session
Money and Banking; Public Finance and Fiscal Policy; International Trade; Introduction to Strategy, Game Theory, and Decision Making; the American Economy

Third Session
International Finance; Growth and Development; Comparative Economic Systems; Foreign Service Economic Reporting

Statistics supplied by the Educational Testing Service, Princeton, New Jersey, rated persons having completed this course above the average college graduate with a major in economics. While the program is designed particularly to meet the requirements of the Foreign Service, officers in the field of international economic relations in other agencies may be admitted. Cost: $3000.

OTHER EXTERNAL TRAINING NOTES

BRANDON SYSTEMS INSTITUTE

Brandon Systems Institute, 1130 17th Street, N. W., Washington, D. C., will present three related courses which may be taken separately or together.

"Data Processing Organization and Personnel," to be given 4 April, reviews the current stage of EDP organization and EDP personnel management, and suggests adaptations in structure and policy needed to accommodate them. For both technical management and EDP personnel specialists. Cost: $110.

"Computer Systems Analysis Techniques," to be given 5 and 6 April, presents an organized, unified body of techniques for the conduct of systems analysis projects, and a defined discipline of systems analysis for use in present and planned computer installations. Cost: $155.

"Project Control Systems for Data Processing," to be given 7 April, presents workable, orderly methods for controlling systems and programming projects. For data processing managers and others responsible for the management of systems and software development projects. Cost: $110.

Combination costs: Three days, $200; four days, $245.

SHORT COURSES

RENSSELAER POLYTECHNIC INSTITUTE
Technical Writers' Institute
26 - 30 June

For writers and editors in industry, government, and research. Case method problems will be featured in writing sessions and discussions on preparation, supervision, and distribution of technical information. Cost: $175.

SHORT COURSES

PENNSYLVANIA STATE UNIVERSITY
Summer Seminars for Engineers

Dates	Course	Cost
4 - 9 Jun	Underwater Acoustics	$125
4 - 9 Jun	Mechanics of Polymers	$150
18 - 23 Jun	Basic R & D Management Development	$150
25 Jun - 1 Jul	Vibrations and Vibration Damping	$170
25 - 30 Jun	Industrial Noise and Engineering Control	Not set
9 - 14 Jul	Acoustics and Noise Control in Buildings	$175
23 - 28 Jul	Normal Modes, Shock, and Vibrations	$175
30 Jul - 4 Aug	Fundamental and Applied Aspects of Metal Fatigue	$160
31 Jul - 4 Aug	New Developments in Combustion Engineering	Not set

READING IMPROVEMENT

U. S. Department of Agriculture Graduate School
READING IMPROVEMENT PROGRAM

9 May - 29 June
11 July - 31 August

Any of three sections as shown below.

Section A	Tuesday and Thursday	9:30 - 11 a.m.
Section B	Tuesday and Thursday	11 - 12:30 p.m.
Section C	Tuesday and Thursday	1:30 - 3 p.m.

Designed for adults with average or above-average reading ability, this course incorporates the latest and most advanced techniques for developing the maximum potential of each individual learner. Instruction is oriented toward on-the-job reading of Federal employees. The objective is to increase the overall reading efficiency of each participant to his maximum potential. Nominations for each course should be made five weeks before the starting date. Participants must be sponsored by their agency. Cost: $55.

Office of Training

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O/DTR	Director of Training	John Richardson	Rm 819, Glebe	[redacted]
	Deputy Director of Training	[redacted]	Rm 819, Glebe	[redacted]
SCHOOLS	Intelligence	[redacted]	Rm 711, Glebe	[redacted]
	Language Training	[redacted]	2107 Washington Bldg Annex, Arl Towers	[redacted]
	Operations	[redacted]	Rm 620, Glebe	[redacted]
	International Communism	[redacted]	Rm 639, Glebe	[redacted]
	Support	[redacted]	Rm 632, Glebe	[redacted]
STAFFS	Career Training Program	[redacted]	Rm 743, Glebe	[redacted]
	Plans and Policy	[redacted]	Rm 807, Glebe	[redacted]
	Registrar	[redacted]	Rm 839, Glebe	[redacted]
	Deputy Registrar	[redacted]	Rm 839, Glebe	[redacted]
	Adm, Info, Records	[redacted]	Rm 832, Glebe	[redacted]
	External Training	[redacted]	Rm 835, Glebe	[redacted]
	Support	[redacted]	Rm 820, Glebe	[redacted]
INSTRUCTIONAL SYSTEMS STUDY GROUP	Coordinator	[redacted]	Rm 510, Glebe	[redacted]

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Directory of Training Officers

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SENIOR TRAINING OFFICERS

25X1A	O/DCI	[redacted]	7E-07	[redacted]
	DDI	[redacted]	2E-52	[redacted]
	DDP	[redacted]	3C-29	[redacted]
	DDS&T	[redacted]	6E-68	[redacted]
	DDS	[redacted]	GB-37	[redacted]

TRA[redacted]

DCI	O/IG	[redacted]		[redacted]
	Inspection Staff	[redacted]	7D-49	[redacted]
	Audit Staff	[redacted]	1201 Key	[redacted]
	General Counsel	[redacted]	7D-07	[redacted]
	Cable Secretariat	[redacted]	1A-53	[redacted]
	O/PPB	[redacted]	6E-08	[redacted]
	ONE	[redacted]	7E-47	[redacted]
DDI	O/DDI	[redacted]	2E-52	[redacted]
	CGS	[redacted]	7E-35	[redacted]
	OCR	[redacted]	2E-61	[redacted]
	ORR	[redacted]	4F-19	[redacted]
		[redacted]	4F-19	[redacted]

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DDI (cont)	OCI	[redacted]	6G-29	[redacted]
	OBI	[redacted]	4F-28	[redacted]
	DCS	[redacted]	902 Key	[redacted]
	[redacted]	[redacted]	1004 Key	[redacted]
	NPIC	[redacted]	[redacted]	[redacted]
DDS	Administration	[redacted]	GB-37	[redacted]
	Communications	[redacted]	GD-09	[redacted]
	Finance	[redacted]	1211 Key	[redacted]
	Logistics	[redacted]	1215 D Ames	[redacted]
	Medical	[redacted]	1D-4044	[redacted]
	Personnel	[redacted]	5E-56	[redacted]
	Security	[redacted]	4E-71	[redacted]
	Training	[redacted]	839, 1000 Glebe	[redacted]
DDS&T	FMSAC	[redacted]	1A-35	[redacted]
	OCS	[redacted]	GD-0404	[redacted]
	OEL	[redacted]	2F-39	[redacted]
	ORD	[redacted]	611 Ames	[redacted]
	OSA	[redacted]	5B-2806	[redacted]
	OSI	[redacted]	6F-24	[redacted]
	OSP	[redacted]	5G-03	[redacted]

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